

LAYOUT IMPROVEMENTS BOOST MORALE, EFFICIENCY

ABOUT BUDNICK CONVERTING INC. Budnick Converting is a manufacturer specializing in the conversion of adhesive coated tapes, foams, films, foils, and other specialty materials. A private, woman-owned corporation, Budnick is located in Columbia, Illinois, and employs around 110 people.

THE CHALLENGE. Budnick Converting faced a common question: create a new position, or reorganize assignments to alleviate the strain on existing staff? The position was for a material handler, requiring an additional staff person in the press department. But outside of merely evaluating the potential new position, Budnick had a larger project to tackle. The company needed to evaluate its process flow, job roles, and the location of equipment and inventory. Budnick reached out to the Illinois Manufacturing Excellence Center (IMEC), part of the MEP National Network™, for assistance.

MEP CENTER'S ROLE. Experts from IMEC conducted a process review for Budnick, focusing on the press, rewind, and lathe departments. First, they set up video recordings to measure how much time the company was wasting on non-value added activities. After filming multiple jobs and operators, IMEC led the Budnick team through a complete review of the footage. The company produced a list of objectives and prioritized them according to difficulty and importance. "The process has been great," said Tom Belcher, Press Department Team Lead. "The way IMEC handles both the project and our people is very effective. The video recording is very eye opening and their coaching helped keep everyone focused and in the right direction."

Over the next month, Budnick completed additional objectives and revisited priorities with the IMEC team. Focusing on the need to evaluate the material handling role, Budnick proceeded with setup reduction and process flow evaluation. The company moved inventory racks and several machines to increase efficiency in the facility, and applied the principles of 5S workplace organization (Sort, Set in Order, Shine, Standardize, and Sustain) to improve access to materials and tools at each work station, minimizing the movement of people throughout the day.

Significantly, the engagement with IMEC allowed Budnick to stay in its current building. While still requiring additional space for production, Budnick moved some processes offsite and invested in new equipment, but managed to avoid the cost of a large-scale expansion. In addition to supporting new department positions, the layout improvements boosted employee morale and work station efficiency.

"IMEC helped keep us focused and on track. Through the experience IMEC personnel has from past roles and other businesses, our staff has gained a great amount of knowledge."

-Brad Albrecht, Vice President of Finance

RESULTS



Invested **\$650,000** in new equipment



Gained additional investment savings of nearly **\$1,500,000**



Created **2** new jobs



Improved morale, efficiency

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